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For action

Medium-term plan for the period 1999–2002: Financial plan and related recommendation**

Summary

The medium-term plan (MTP) is a rolling four-year plan that is updated every two years, except for the financial plan, which is updated yearly. This year's MTP contains only the financial MTP for the period 1999–2002 and the related recommendation.

The major purpose of the plan is to enable the Executive Board to review the previous year's financial plan as well as the updated income projections. The plan also provides the Board with a basis for determining the level of programme submissions that should be prepared for its 2000 sessions.

The Executive Director recommends that the Executive Board approve the MTP as a framework of projections for 1999–2002, including the preparation of up to $656 million in programme expenditures from regular resources to be submitted to the Executive Board in 2000. The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in the present plan continue to be valid.

* E/ICEF/1999/15.

** In conformity with common terms and definitions agreed to in the "Harmonization of budgets: UNDP, UNFPA and UNICEF" (E/ICEF/1997/AB/L.3 and Add.1), the term "general resources" is changed to "regular resources" and "supplementary resources" to "other resources".

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I. Funding target for 1999–2002

1. Executive Board decision 1998/22 (E/ICEF/1998/6/Rev.1) requested the Executive Director "to report on the funding targets necessary to achieve the goals of the medium-term plan [(MTP)] in the context of the resource mobilization strategy to be adopted by the Board in January 1999".

2. By its decision 1999/8, the Executive Board endorsed the funding target of annual growth in income of 7 per cent, to reach $1.5 billion by 2005, as a challenge for the mobilization of regular and other resources from Governments, the private sector and all other donors.

3. Table 1 updates the funding target based on the actual results of 1998 and continues to imply an annual growth rate in income of 7 per cent. Compared with the projected income level (see paragraphs 35–39 below), there is a gap of between $25 million to $50 million per year over the plan period.

Table 1
UNICEF funding target, 1999–2002
(In millions of United States dollars)

Year	*Regular resources target*	*Other resources target*	*Total funding target*[a]	*Targeted annual increase*	*Annual increase not covered by projected increase in income*
1999	606	422	1 034	68	25
2000	656	437	1 106	72	40
2001	709	454	1 184	77	39
2002	755	483	1 267	83	50

[a] Based on 1998 actual income.

II. Financial medium-term plan for 1999–2002

A. The financial plan process

4. The financial plan is a framework of projections that, to satisfy the specific financial requirements of UNICEF, has four main purposes:

(a) To estimate future regular and other resources income;

(b) To plan affordable levels of regular resources programme expenditures;

(c) To plan the budgetary estimates necessary to support programme expenditures;

(d) To maintain the liquidity requirement.

5. The financial plan projects income based on the results of the annual pledging conference, recent trends in contributions, the Programme Funding Office fund-raising targets and the work plan of the Private Sector Division (PSD). Expenditures are based on the outstanding amounts of approved programmes plus estimated expenditures on future programmes. Programme and budget plans, implementation experience and available resources provide the basis for the yearly phasing of expenditures.

6. The Executive Board approves budgets for country programme cooperation and the support budget for financing from regular resources. UNICEF has a biennial budget cycle; the Executive Board reviews the proposed support budget for the organization every two years. UNICEF prepares estimates of country programme cooperation to cover a longer period, usually four to five years, according to the national planning cycles of the countries involved.

7. Total regular resources programme expenditure projected in the present plan is based on future regular resources income expectations. Similarly, new regular resources country programme expenditures starting in future years are based on planning levels established on the basis of the allocations formula approved by the Executive Board.

8. Spending from other resources, except in specific circumstances approved by the Executive Board, begins upon receipt of pledges for other resources programmes previously approved by the Executive Board.

9. Actual amounts of income and expenditures can differ from the plan because:

(a) Income depends upon voluntary contributions;

(b) The rate of expenditures depends upon many factors, some of which are beyond the control of UNICEF;

(c) Fluctuation of rates of exchange, etc., adds considerable uncertainty to income and expenditure projections.

10. UNICEF does not have credit facilities to cover potential differences from planned income and expenditures. If regular resources income is lower than estimated, the main regulators of expenditures are:

(a) The amounts of new programmes submitted to the Executive Board for approval;

(b) Reducing the existing support budget;

(c) Slowing spending on already approved programmes.

11. Since these regulators take time to carry out, UNICEF must maintain a certain amount of cash as a liquidity provision. In addition to providing a cushion for planning errors, the liquidity provision covers the cash flow imbalance that normally occurs in the first part of the year when disbursements exceed receipts. To meet this requirement, the UNICEF liquidity policy recommends a minimum year-end regular resources convertible cash balance equal to 10 per cent of projected regular resources income. This financial plan sets planned regular resources expenditure at a level that maintains that target.

12. To manage the financial plan against uncertainties, UNICEF has a financial monitoring system that reviews progress against the plan, identifies deviations and prompts corrective action as necessary. Furthermore, UNICEF revises the financial plan each year on a "rolling basis" to reflect the latest income estimates. UNICEF uses the revised estimates to update the annual expenditure phasing and to determine the level of estimated programme cooperation to be prepared for the following years.

13. The major purpose of the plan is to enable the Executive Board to review the performance of the previous year's financial plan and UNICEF updated income projections. The plan provides the Executive Board with a basis for deciding the total level of programme submissions that UNICEF should prepare for sessions in 2000.

B. 1998 performance compared with the financial plan

14. Figure I provides a comparison between the actual 1998 results, the planned 1998 financial activities and the prior year's results.

Income

15. Total regular resources income was $571 million. This was $22 million more than the MTP and $24 million more than the actual in 1997.

16. Regular resources income from Governments for 1998 was $344 million. This was $3 million more than projected in the MTP and was attributable mainly to favourable exchange rates.

17. Regular resources income from the private sector (National Committees for UNICEF, including sales of greeting cards and other products, and non-governmental organizations) was $182 million. This was $2 million more than projected in the MTP and $20 million more than 1997.

18. Other income from miscellaneous sources was $44 million, $16 million more than the MTP.

19. Total other resources income was $395 million, $2 million more than the MTP and $40 million more than the actual in 1997. Regular contributions were $279 million, $6 million less than projected in the plan. Contributions for emergencies of $116 million were $8 million more than the MTP and $4 million more than the amount received in 1997. Contributions to emergencies included $45 million for the Sudan, $7 million for Angola, $6 million for Burundi, $6 million for the Democratic People's Republic of Korea and $5 million for Somalia. Contributions received for specific appeals included $9 million for Hurricane Mitch (Honduras, Nicaragua, Guatemala, El Salvador, Ecuador, Costa Rica, Belize) and $7 million for the countries of the former Yugoslavia.

20. Total UNICEF income for 1998 was $966 million. This was $24 million more than the 1998 MTP and $64 million more than total income in 1997.

Expenditures

21. Regular resources programme expenditures in 1998 were $268 million. This was $27 million less than the planned level.

22. Support budget expenditures for 1998 were $223 million. This was $23 million less than the MTP and attributable to exchange rate movements, postponement of expenditures to the second year of implementation and other savings.

23. Other resources programme expenditures for the year were $376 million. This was $32 million less than the MTP estimate.

24. Total expenditures in 1998, including write-off of pledges and other items, were $882 million, $67 million less than the MTP amount.

Cash balances

25. The 1998 year-end cash balance (including special accounts for procurement services and other activities) was $467 million. This was $62 million more than projected in the plan (see figure V for information on cash balances from 1993–1998 (actual) and 1999–2002 (planned)).

26. The regular resources cash balance at the end of 1998 was $138 million. This consisted of $126 million in convertible currencies and $12 million in non-convertible currencies. The convertible regular resources cash balance is $28 million more than the level in 1997 and $68 million more than the minimum liquidity guideline of $58 million.

27. The 1998 other resources cash balance was $278 million, $24 million more than in the MTP. The increase was due mainly to reductions in contributions receivable and inventory.

28. In addition to income and expenditures, movements in non-cash assets and liabilities on the balance sheet also affect year-end cash balances. Increases in assets reduce cash balances; increases in liabilities increase cash balances.

29. Contributions receivable are the largest non-cash asset on the UNICEF balance sheet. Regular resources contributions receivable decreased by $14 million and other resources contributions decreased by $5 million in 1998.

30. Inventories consist of the Supply Division warehouse and PSD stock. The Supply Division uses inventory to meet the requirements for standard supply and equipment items for UNICEF programmes and also for procurement services. At the end of 1998, inventories totalled $21 million, representing a decrease of $4 million from 1997.

31. Contributions for following years received in advance appear as a liability on the UNICEF balance sheet. At the end of 1998, contributions received in advance totalled $2.9 million. This represented an increase of $1.7 million over 1997.

32. The net effect on regular resources cash balances of all changes in non-cash assets and liabilities was to decrease cash by $43 million. For other resources, the net effect on cash balances of all changes in non-cash assets and liabilities was to increase cash by $1 million.

C. Financial plan for 1999–2002

33. A comparison of this year's financial MTP to last year's plan is shown in table 2.

34. Total planned programme expenditures for 1999 through 2002 are higher than in last year's financial MTP due to increased regular resources and other resources income forecast compared to last year's financial MTP.

Income projections for 1999–2002

35. Table 3 shows income projections from various sources for the period 1999–2002. These projections are set for planning purposes and do not imply a commitment by individual donors since all contributions to UNICEF are voluntary. They are in United States dollars using the May 1999 United Nations rates of exchange.

36. The financial plan forecasts total income for 1999 of $1,009 million, 4 per cent higher than 1998. The plan forecasts that total income will increase to $1,041 million by 2000, a 3 per cent increase over 1999. Total income is forecast to increase by 4 per cent to $1,079 million during 2001 and 3 per cent to a total of $1,112 million in 2002. UNICEF actual average annual growth for the five years preceding the plan was 4 per cent.

Regular resources income

37. The financial plan forecasts total regular resources income to be $584 million in 1999. This is $18 million more than forecast for 1999 in last year's financial MTP. Total regular

resources income is forecast to grow by 3 per cent in 2000 and 4 per cent each in 2001 and 2002.

38. Table 6 shows the various sources of regular resources income. The breakdown is as follows:

(a) *Government contributions*. Most Governments are expected to maintain their contributions at the 1998 level, and a few have already increased their 1999 contribution to regular resources. As a result, the $584 million projected for 1999 is $13 million more than UNICEF received in 1998. For the period 2000–2002, the financial plan forecasts an average annual growth of almost 4 per cent;

(b) *Private sector contributions*. The projections reflect a revised estimate of the PSD work plan (E/ICEF/1999/AB/L.5) which was discussed and approved by the Executive Board at its first regular session of 1999 (E/ICEF/1999/7 (Part I), decision 1999/2). Net income from the private sector includes proceeds from the sale of greeting cards and other products and private sector fund-raising. The financial plan forecasts that UNICEF will record private sector income of $190 million in 1999 and that this will increase to $228 million by 2002;

(c) *Other income*. Other income consists of gains/losses as a result of exchange rate movements and other miscellaneous items. Other income is forecast to average $40 million a year throughout the plan period.

Other resources income

39. UNICEF receives contributions for other resources for programmes and for emergency relief. Table 3 shows the forecast of these contributions separately. The 1999 financial plan forecasts an increase of 8 per cent in other resources income in 1999, and an average annual growth of almost 3 per cent during the period 2000–2002.

Liquidity

40. To meet liquidity requirements, the UNICEF liquidity policy recommends a minimum year-end regular resources convertible cash balance equal to 10 per cent of projected regular resources income. This financial plan sets planned regular resources expenditures at a level that maintains that target.

41. Supplementary programmes are normally fully funded before implementation begins. Therefore, the cash balance for other resources is higher than for regular resources. The year-end cash balance can vary widely depending on the timing of the receipt of funds and the implementation of programmes. For example, if large cash contributions are received late in the year, the year-end cash balance will be high because most of the spending on the related programmes will occur in the following year. This financial plan assumes that the other resources cash balance will increase by an average of about 2 per cent annually during the plan period.

Projected programme expenditures

42. At the beginning of 1999, there was an unspent balance of approved regular resources programme commitments of $1,015 million planned for implementation from 1999 through 2002.

43. Regular resources programmes proposed to the Executive Board in 1999 amount to $234 million. These programme recommendations are summarized in the programme "round up" document (E/ICEF/1999/P/L.16).

44. The plan provides for the preparation of $656 million of regular resources programme proposals for the approval of the Executive Board in 2000. If future information about projected income shows levels different from the plan, the scale of programme preparation will be adjusted accordingly.

45. The 1999–2002 level of planned spending is in line with the goal of maximizing programme expenditures while maintaining regular resources liquidity. The estimated yearly phasing of expenditures on approved, new and future programme recommendations is shown in table 4.

46. The plan proposes regular resources programme expenditures of $347 million in 1999, $79 million more than the amount spent in 1998. Planned programme expenditures are $380 million for 2000, $390 million for 2001 and $395 for 2002.

47. The unspent balance of programme cooperation from other resources was $367 million at the end of 1998. The financial plan forecasts that other resources programme expenditure will be in line with the expected income levels for 1999 through 2002.

48. Total programme spending for 1999 is forecast at $766 million. The financial plan forecasts total programme expenditures to increase to $812 million in 2000, $836 million in 2001 and $845 million in 2002. However, actual spending will depend on achieving the levels of contributions expected in the present plan.

49. Total programme support and management and administration expenditures in 1998 were $23 million less than the MTP. In comparison with the 1998 MTP, the current financial plan assumes a 3 per cent decrease in the support budget for 1999 and an annual reduction of almost 4 per cent for the period 2000–2001.

Assets and liabilities

50. As explained in paragraph 28 above, movements in non-cash assets and liabilities affect year-end cash balances. Line 4 in tables 5, 6 and 7 shows the forecasted effect of these movements.

51. At its 1990 regular session, the Executive Board approved a capital asset fund to be used for field office accommodation and staff housing (E/ICEF/1990/13, decision 1990/26). At the end of 1998, $15 million remained to be spent from the fund. Estimated spending from this fund is $5 million during the period 2000–2002.

52. All the above items — income, expenditure and liquidity — are summarized in table 5, with a breakdown of regular resources in table 6 and other resources in table 7. Figures II through V show actual and forecasted financial information by source of funds.

53. Although they are not included in UNICEF income and expenditure figures, special accounts for procurement services, programme implementation and other activities are a significant part of UNICEF operations. In 1998, obligations and disbursements from special accounts totalled $171 million.

III. Recommendation

54. The Executive Director *recommends* that the Executive Board approve the following draft recommendation:

The Executive Board

1. *Takes note* of the MTP (E/ICEF/1999/AB/L.11) as a flexible framework for supporting UNICEF programmes;

2. *Approves* the MTP as a framework of projections for 1999–2002 (summarized in table 5), including the preparation of up to $656 million in programme expenditures from regular resources to be submitted to the Executive Board in 2000 (shown in table 4, item 3). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

Table 2. UNICEF financial plan: changes from prior plan

(In millions of United States dollars)

	1998	1999	2000	2001	2002
Regular resources income					
1998 medium-term plan	549	566	590	618	n/a
1999 medium-term plan	571	584	604	630	655
Change	22	18	14	12	n/a
Percentage change	4	3	2	2	n/a
Regular resources programme expenditures					
1998 medium-term plan	295	309	322	349	n/a
1999 medium-term plan	268	347	380	390	395
Change a/	- 27	38	58	41	n/a
Percentage change	- 9	12	18	12	n/a
Programme support and management and administration					
1998 medium-term plan	246	250	255	259	n/a
1999 medium-term plan	223	243	244	250	257
Change	- 23	- 7	- 11	- 9	n/a
Percentage change	- 9	- 3	- 4	- 3	n/a
Other resources income					
1998 medium-term plan	393	405	418	426	n/a
1999 medium-term plan	395	425	437	449	457
Change	2	20	19	23	n/a
Percentage change	1	5	5	5	n/a
Other resources programme expenditures					
1998 medium-term plan	408	421	435	443	n/a
1999 medium-term plan	376	419	432	446	450
Change	- 32	- 2	- 3	3	n/a
Percentage change	- 8	0	- 1	1	n/a
Total income					
1998 medium-term plan	942	971	1 008	1 044	n/a
1999 medium-term plan	966	1 009	1 041	1 079	1 112
Change	24	38	33	35	n/a
Percentage change	3	4	3	3	n/a
Total expenditures (excluding write-off and miscellaneous)					
1998 medium-term plan	949	980	1 012	1 051	n/a
1999 medium-term plan	867	1 009	1 056	1 086	1 102
Change	- 82	29	44	35	n/a
Percentage change	- 9	3	4	3	n/a

Table 3. UNICEF income projections

(In millions of United States dollars)

	Average % last 5 years	Actual 1997	Actual 1998	Plan 1999	Plan 2000	Plan 2001	Plan 2002
Regular resources							
Governments		358	344	354	363	374	387
Private sector		162	182	190	201	216	228
Other income		27	45	40	40	40	40
Total, Regular resources		547	571	584	604	630	655
Growth (%)	2	- 1	4	2	3	4	4
Other resources							
(a) Regular							
Governments		139	178	185	194	200	206
Private sector		108	102	116	115	115	115
Other income		- 4	-1	0	0	0	0
Subtotal, Programmes		243	279	301	309	315	321
Growth (%)	13	- 15	15	8	3	2	2
(b) Emergencies							
Governments		98	81	88	90	94	94
Private sector		15	35	36	38	40	42
Other income		- 1	0	0	0	0	0
Subtotal, Emergencies		112	116	124	128	134	136
Growth (%)	0	6	4	7	3	5	1
Total, Other resources		355	395	425	437	449	457
Growth (%)	8	- 10	11	8	3	3	2
Total income		902	966	1 009	1 041	1 079	1 112
Growth (%)	4	- 4	7	4	3	4	3

Table 4. Regular resources: yearly phasing of estimated expenditures

(In millions of United States dollars)

	1999	2000	2001	2002	Beyond 2002	Total recommendations
Field office recommendations						
1. Programme balances available from funds approved in prior years a/	343	265	132	56	219	1 015
2. Programmes to be submitted to 1999 Executive Board sessions		78	76	43	37	234
3. Programmes to be prepared for 2000 Executive Board sessions		6	145	169	336	656
4. Programmes to be prepared for 2001 and future Executive Board sessions			5	95	300	400
5. Amount set aside		26	27	27		
6. Estimated allocation of net income from sale of greeting cards and other products in countries with UNICEF programmes	4	5	5	5		
7. Subtotal: Programme expenditure	347	380	390	395		
Support budget recommendations						
8. Approved at first regular Executive Board session of 1998	261					261
9. To be prepared for Executive Board in 2000		268	278			546
10. Income to the budget	-18	- 24	- 28			
11. Total expenditures	590	624	640	652		

a/ Allocation by country is shown in statement VI-1 of the "Interim financial report and statements for the year ended 31 December 1998, the first year of the biennium 1998-1999" (E/ICEF/1999/AB/L.12).

Table 5. UNICEF financial plan: summary (regular and other resources)

(In millions of United States dollars)

	Actual		Plan			
	1997	1998	1999	2000	2001	2002
1. Income	902	966	1 009	1 041	1 079	1 112
Growth (%)	- 11	7	4	3	4	3
2. Expenditures						
(a) Programme assistance	673	644	766	812	836	845
Growth (%)	- 16	- 4	19	6	3	1
(b) Programme support and management and administration	240	223	243	244	250	257
Growth (%)	15	- 7	9	0	2	3
(c) Write-offs and miscellaneous	6	15	0	0	0	0
Total expenditures	919	882	1 009	1 056	1 086	1 102
Growth (%)	- 10	- 4	14	5	3	1
3. Income less expenditures	- 17	84	0	- 15	- 7	10
4 Movements non-cash assets/ liabilities	5	- 42	12	- 15	- 18	- 15
5. Year-end cash balance						
(a) Convertible currencies	367	404	420	390	365	360
(b) Non-convertible currencies	7	12	8	8	8	8
Total cash balance	374	416	428	398	373	368

Table 6. UNICEF financial plan: regular resources

(In millions of United States dollars)

	Actual		Plan			
	1997	1998	1999	2000	2001	2002
1. Income	547	571	584	604	630	655
Growth (%)	2	4	2	3	4	4
2 Expenditures						
(a) Programme assistance	284	268	347	380	390	395
Growth(%)	- 19	- 6	29	10	3	1
(b) Programme support and management and administration	240	223	243	244	250	257
Growth(%)	15	- 7	9	0	2	3
(c) Write-offs and miscellaneous	1	4	0	0	0	0
Total expenditures	525	495	590	624	640	652
Growth (%)	- 7	- 6	19	6	3	2
3 Income less expenditures	22	76	- 6	- 20	- 10	3
4. Movements non-cash assets/ liabilities	- 2	- 43	12	- 15	- 18	- 15
5. Year-end cash balance						
(a) Convertible currencies	98	126	136	101	73	61
(b) Non-convertible currencies	7	12	8	8	8	8
Total cash balance	105	138	144	109	81	69
Liquidity guideline compared to year-end cash balance						
(a) Liquidity guideline	57	58	60	63	66	67
(b) Convertible currency balance net of future year contributions received in advance.	98	126	136	101	73	61

Table 7. UNICEF financial plan: other resources

(In millions of United States dollars)

	Actual		Plan			
	1997	1998	1999	2000	2001	2002
1. Income	355	395	425	437	449	457
Growth (%)	- 25	11	8	3	3	2
2. Expenditure						
(a) Programme assistance-regular	260	261	295	304	310	316
Growth (%)	- 4	0	13	3	2	2
(b) Programme assistance-emergency	129	115	124	128	136	134
Growth (%)	- 30	- 11	8	3	6	- 1
(c) Write-offs and miscellaneous	5	11	0	0	0	0
Total expenditures	394	387	419	432	446	450
Growth (%)	- 14	- 2	8	3	3	1
3. Income less expenditures	- 39	8	6	5	3	7
4. Movements non-cash assets/liabilities	7	1	0	0	0	0
5. Year-end cash balance						
(a) Convertible currency	269	278	284	289	292	299
(b) Non-convertible currencies	0	0	0	0	0	0
Total cash balance	269	278	284	289	292	299

Figure I

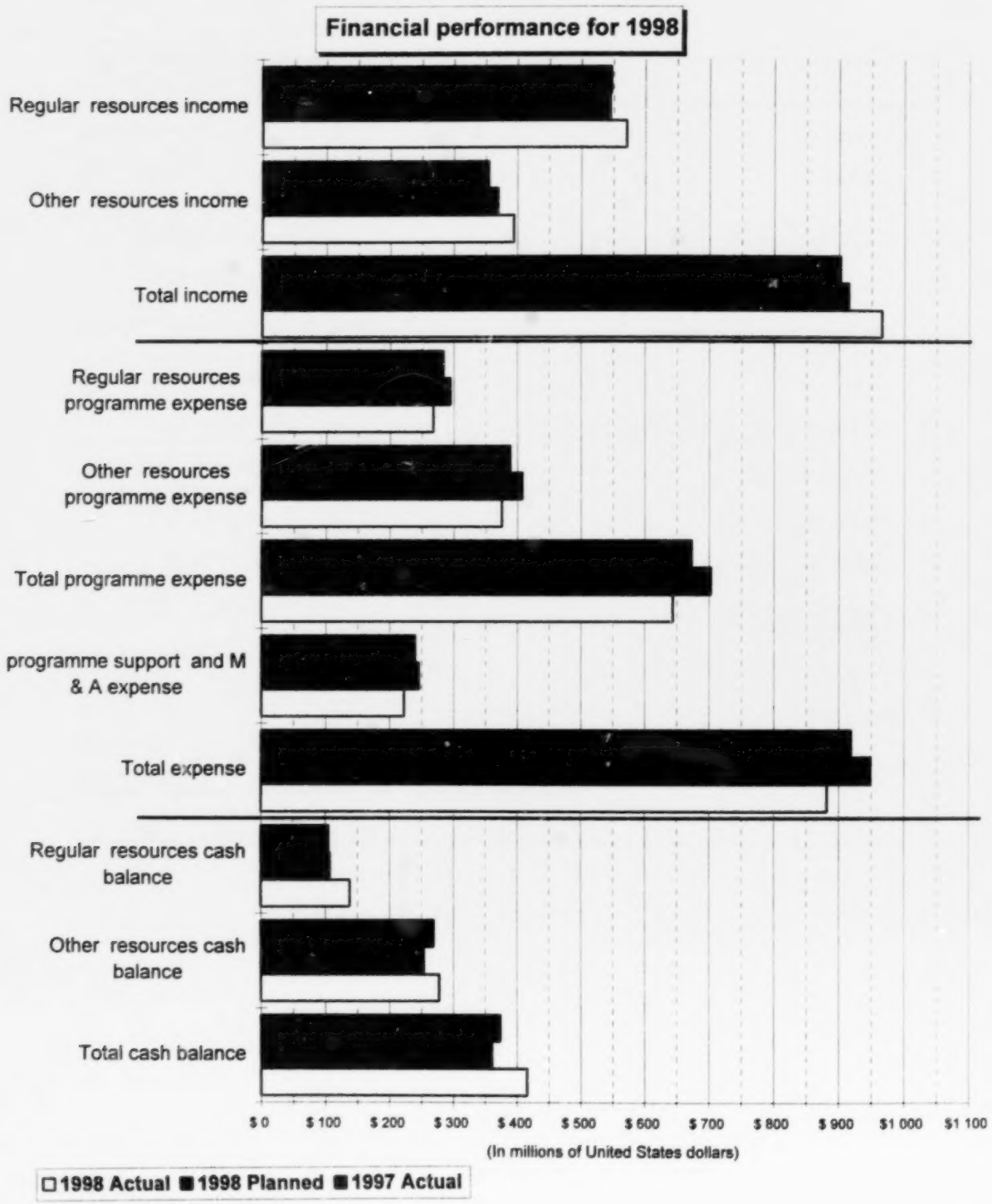
Financial performance for 1998
Regular resources income
Other resources income
Total income
Regular resources programme expense
Other resources programme expense
Total programme expense
programme support and M & A expense
Total expense
Regular resources cash balance
Other resources cash balance
Total cash balance
$ 0
$ 100
$ 200
$ 300
$ 400
$ 500
$ 600
$ 700
$ 800
$ 900
$1 000
$1 100
(In millions of United States dollars)
1998 Actual
1998 Planned
1997 Actual

Figure II

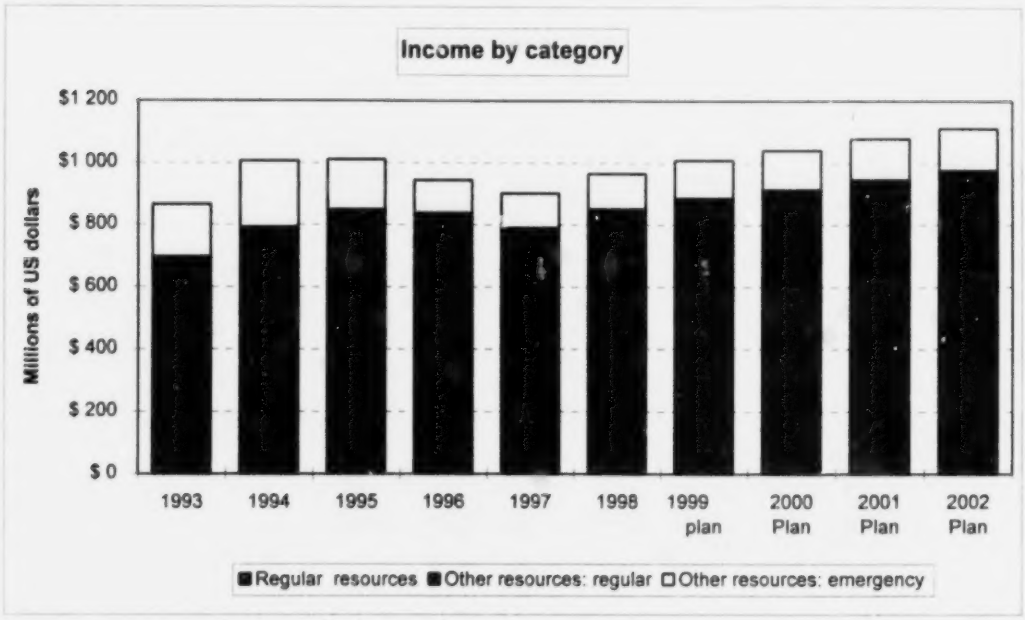

Figure III

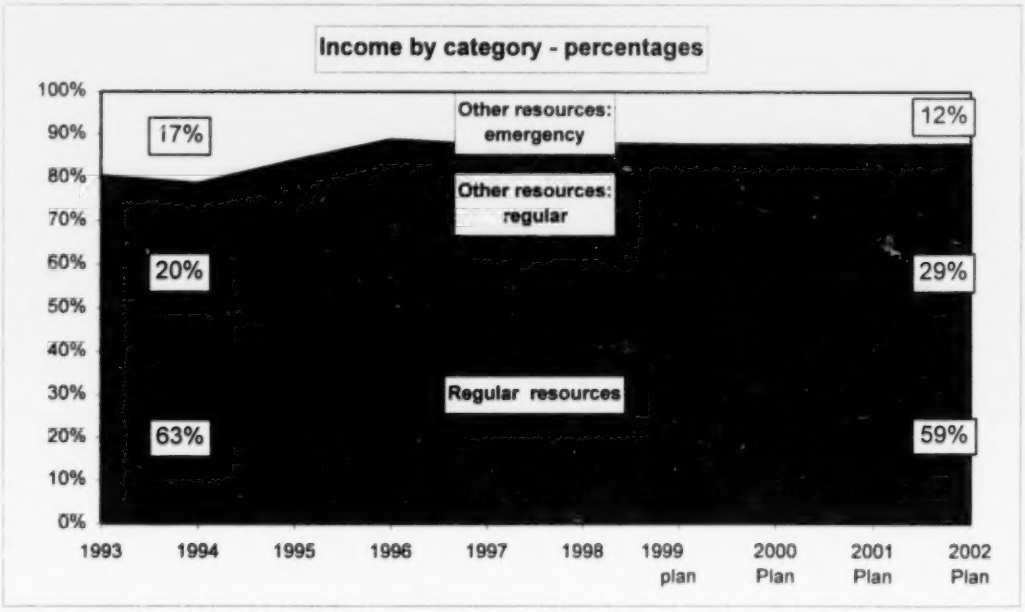

Figure IV

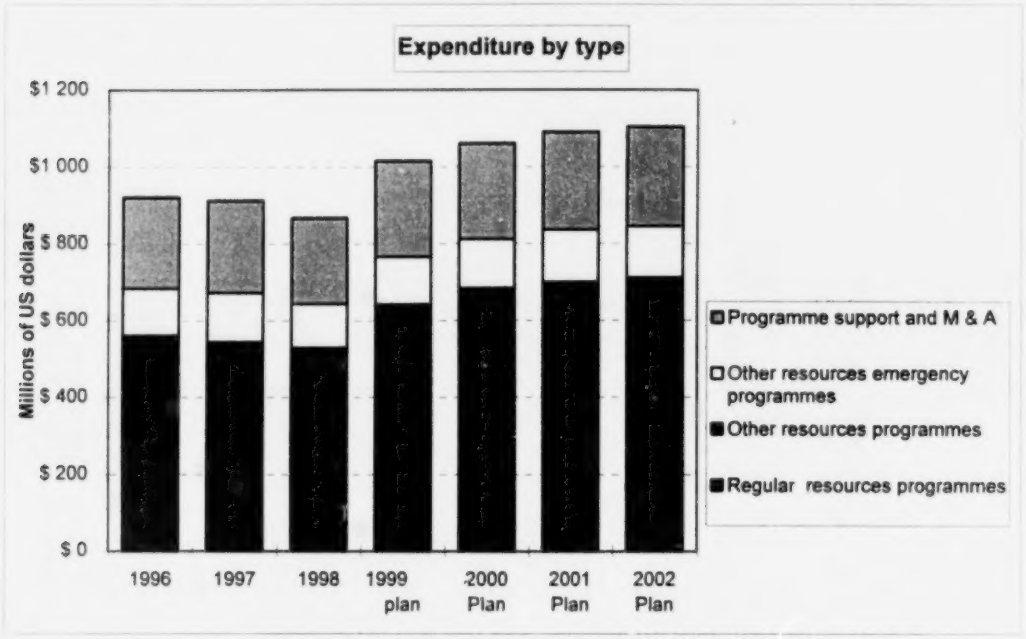

Figure V